

UNARMED RESPONSE TO TERRORIST AND WORKPLACE ACTIVE SHOOTER EVENTS

*Presenter's Notes for Workplace and Terrorist Related
Threats 2018*

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January 3, 2018





EXECUTIVE SUMMARY

The Indiana State Police offers this slide presentation as a free guide to Indiana corporations and governmental agencies in evaluating current active shooter prevention and response programs, and in developing the same.

This information is not intended to comprise a complete program for preventing and responding to an active shooter event, nor is it meant to serve as a substitute for expert advice provided by local law enforcement, as well as medical, psychiatric, and legal personnel.

The Unarmed Response to an Active Shooter program is a change in the traditional paradigm for responding to an active shooter event. This program's focus is to provide prevention strategies and response options, so that business leaders and staff have an increased chance of survival if faced with an active shooter event. Exercising these options may increase the security of staff while awaiting law enforcement arrival.

This program serves the following objectives:

- Define the Workplace and Terrorist Active Shooter Concept
- Examine Current Trends, Data, and Early Warning Indicators
- Recognizing the Phases of the Active Shooter and the Early Warning Signs
- Discuss Responsibilities of Management and of the Individual
- Discuss Prevention, Preparedness, and Response Options
- Describe the Indiana State Police Nonlinear Response Model
- Provide General Information and Suggestions on Active Shooter Events

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Table of Contents

<i>Slide #1 Indiana State Police Presents “Unarmed Response to Active Shooter Events: Workplace and Terrorist Related Threats”</i>	<i>1</i>
<i>Slide #2 Disclaimer</i>	<i>2</i>
<i>Slide #3 Program Objectives</i>	<i>3</i>
<i>Slide #4 The Active Shooter: Indiana State Police Definition</i>	<i>4</i>
<i>Slide #5 Incident Frequency 2000-2016</i>	<i>5</i>
<i>Slide #6 Location Categories 2000-2016</i>	<i>6</i>
<i>Slide #7 Motivation of Terrorist and Workplace Shooters</i>	<i>7</i>
<i>Slide #8 Prevention: An Overview of the Workplace Shooter Behaviors</i>	<i>7</i>
<i>Slide #9 Prevention: An Overview of the Terrorist Active Shooter’s Behaviors</i>	<i>9</i>
<i>Slide #10 Management’s Role in Prevention and Preparedness</i>	<i>10</i>
<i>Slide #11 Management Prevention & Preparedness</i>	<i>14</i>
<i>Slide #12 Lessons Learned in Prevention: An Overview of Selected High Profile Terrorist Events!</i>	<i>17</i>
<i>Slide #13 Individual’s Role In Preparation</i>	<i>20</i>
<i>Slide #14 The Response Option</i>	<i>21</i>
<i>Slide #15 When you are not aware of your surroundings, bad things happen!</i>	<i>21</i>
<i>Slide #16 Individual’s Role in Improving Your Chances</i>	<i>22</i>
<i>Slide #17 The Nonlinear ISP Response Model</i>	<i>22</i>
<i>Slide #18 Key Components in the ISP Nonlinear Model: Escape Option</i>	<i>23</i>
<i>Slide #19 Key Components in the ISP Nonlinear Model: Lockdown Option</i>	<i>24</i>
<i>Slide #20 Key Components in the ISP Nonlinear Model: Fight Option</i>	<i>26</i>
<i>Slide #21 Arrival of Law Enforcement</i>	<i>27</i>
<i>Slide #22 Run.Hide.Fight. Surviving an Active Shooter Event</i>	<i>28</i>
<i>Slide #23 Basic Agenda for an Initial Safety Meeting</i>	<i>28</i>
<i>Slide #24 Indiana State Police Contact Information</i>	<i>31</i>



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Presenter's Notes for Workplace and Terrorist Related Threats 2018

SLIDE #1 INDIANA STATE POLICE PRESENTS “UNARMED
RESPONSE TO ACTIVE SHOOTER EVENTS:
WORKPLACE AND TERRORIST RELATED
THREATS”

Comments:

This slide presentation is offered as a **free** resource to Indiana corporations and governmental agencies by the **Indiana State Police**. The **Indiana State Police** are **solely responsible for the content of this guide**.

The program simply offers **prevention strategies and response options that may be exercised** in an **Active Shooter Event**.

The presentation does not represent a complete active shooter prevention and response program.

This program is not intended to comprise a complete program for preventing and responding to an active shooter event, nor is it meant to serve as a substitute for expert advice provided by local law enforcement, as well as medical, psychiatric and legal personnel.

The material provided in this presentation is only intended to serve as a supplement to your organization's comprehensive safety program.

While effort has been made to ensure the accuracy of this information, **no guarantee of accuracy or completeness is offered or implied**. The **Indiana State Police and Hogue & Associates, Inc.** do hereby specifically disclaim any liability to any person or entity for alleged harm or damages resulting from the use or misuse of the information contained herein.

Here, the “ISP Presenter” should reinforce that this program is provided **free by the Indiana State Police**. This free ISP program sets out **prevention strategies and response options for unarmed individuals caught in an active shooter event**. The **Indiana State Police Department** believes that prevention is preferable to



response. With that in mind, prevention strategies have been added to the “Indiana State Police Active Shooter Model”. Because each “active shooter event” is different, several response options are discussed in each step of the ISP model.

Simply, each step of the traditional Run, Hide or Fight model has been expanded. **The expanded Indiana State Police Model is expressed as Prevention, Escape, Lockdown or Fight. A final point of emphasis is that the steps or phases of the ISP Model may be executed in any order. The model is not linear!**

SLIDE #2 DISCLAIMER

- This slide presentation is **offered by the Indiana State Police** as a **free resource** to Indiana corporations and governmental agencies **to assist them in reviewing their current active shooter prevention and response programs. The Indiana State police are solely responsible for its content.**
- This **Indiana State Police presentation does not represent a complete active shooter prevention and response program** but may serve to assist entities that wish to develop a comprehensive active shooter program.
- This program is **not intended to comprise a complete program for preventing and responding to an active shooter event, nor is it meant to serve as a substitute for expert advice provided by local law enforcement, School Resource Officers, as well as medical, psychiatric and legal personnel.**
- While effort has been made to ensure the accuracy of this information, no guarantee of accuracy or completeness is offered or implied. **The Indiana State Police and Hogue & Associates, Inc. do hereby specifically disclaim any liability to any person or entity for alleged harm or damages resulting from the use or misuse of the information contained herein.**

Comments:

Here, presenters should underscore that **we do not have all the answers.** In addition, the presenter may restate that **this program is not intended to represent a complete “Safety Program”. Our goal is to provide suggestions and options that may be exercised to increase the chances of preventing an “active shooter event”.**

In addition, the information **may assist those caught in one of these horrific events to response more appropriately.**

This “Disclaimer” clearly states that this program, offered by the Indiana State Police, simply provides options and not guaranteed solutions.



SLIDE #3 PROGRAM OBJECTIVES

- The ISP program will define and discuss the:
 - Active Shooter
 - ◇ Workplace and Terrorist Active Shooter
 - ISP Model “Unarmed Response to an Active Shooter”
 - ◇ Prevention and Response Options
 - Prevention:
 - “Early Warning Indicators and Behaviors” for Active Shooters
 - Response Options Provided in the ISP Model
 - The ISP Nonlinear Model
 - ◆ Response will be Determined by External Stimuli

In summary, the ISP program will offer some basic suggestions for “Management” to consider as they review their “Safety Programs”.

Comments:

Slide # 3 sets out the organization of the program. We define the “Active Shooter” as an individual or individuals that conduct an attack **with a variety of weapons**. The **attack is perpetrated with the intent to causing serious bodily injury or death**.

Trends in recent “active shooter events” are briefly discussed. It is clear from the diagram that “active shooter events” are on the increase. Prevention is a main focus of the ISP Program. With that in mind, an examination of behaviors, typically exhibited by “active shooters”, is discussed.

This program focuses on “**workplace and terrorist shooters**”. These attackers (“**workplace/terrorist shooters**”) typical have very different motivational factors or foundations. “**Workplace shooters**” seek to get even while “**terrorist shooters**” seek to use fear to bring individuals and groups in “line” with their religious, political and sociopolitical belief systems.

Again, we stress that the Indiana State Police prefer prevention to response. The program provides both prevention and response options that may assist in the early identification of individuals and or groups that could represent a threat if left unchecked. At the same time, if individuals are caught in an “active shooter event”, response options are provided that (if exercised) *may* improve the chances of surviving an “active shooter event”.

Finally, the program offers suggestions that management may wish to consider when reviewing and planning their respective safety program. The Indiana State Police Program



is only intended to serve as a supplement or resource to Indiana businesses and governmental agencies as they **review their comprehensive safety plan**. **This information is not a comprehensive safety plan**. Simply, it provides some suggestions or “starting points” for **developing a comprehensive safety plan**.

SLIDE #4 THE ACTIVE SHOOTER: INDIANA STATE POLICE DEFINITION

“One or more subjects who participate in a random or systematic attack demonstrating their intent to continuously inflict death or serious bodily injury on another person or persons. For the purpose of this policy, the “active shooter” may carry out the attack by utilizing a variety of weapons and delivery systems. The array of weapons and delivery systems that may be utilized in an attack include but are not limited to firearms, knives, clubs, explosives, airborne vehicles and or motor vehicles.”

Comments:

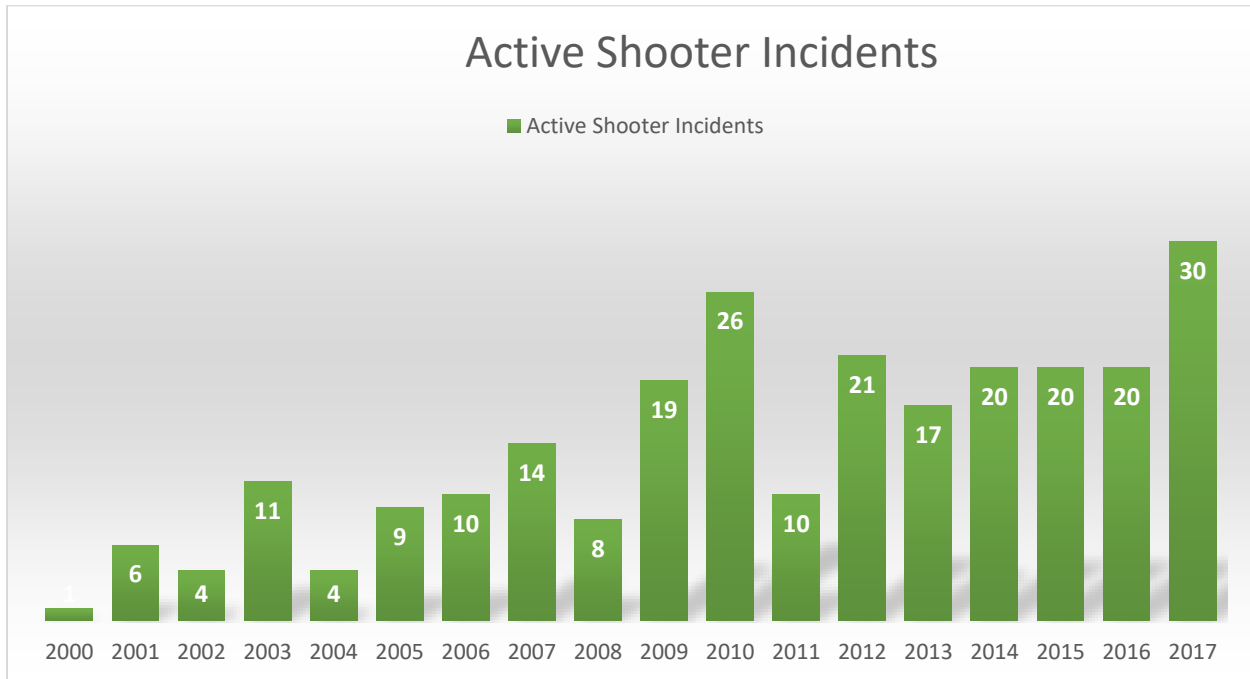
This definition underscores that “**active shooter attacks**” may be carried out with a **variety of weapons**. The intent is clear. The attackers intend to harm individuals by utilizing a variety of weapons. Motives may be different but the intent is clear. They intend to harm or kill individuals.

It may be underscored that we anticipate “active shooter attacks” in the **future to be carried out with the entire spectrum of weapons**. The Indiana State Police feel strongly that **attacks, in the future, will not be limited** to those perpetrated **only** with **firearms**.



SLIDE #5

INCIDENT FREQUENCY 2000-2017



○ Report by FBI

- This chart demonstrates the **steady increase** in “active shooter events”.
- 2010 highpoint, 26 Active Shooter Incidents
- 2014 and 2015, 20 Active Shooter Incidents
- 2016, 20 Active Shooter Incidents
- 2017, 30 Active Shooter Incidents

Comments:

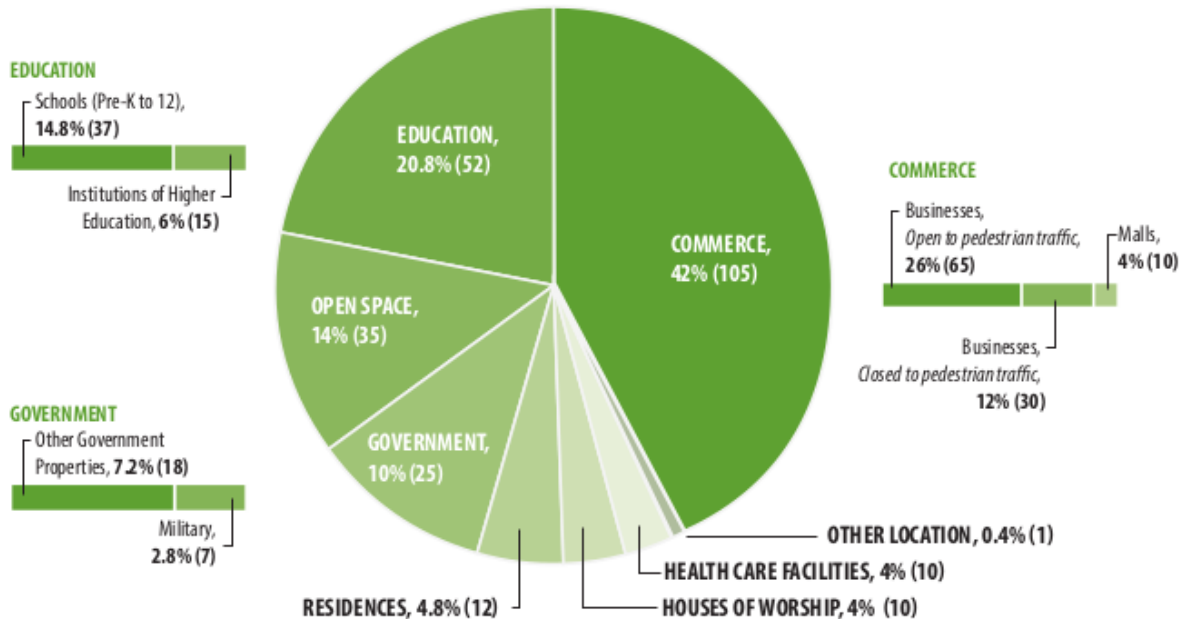
This slide clearly demonstrates that “active shooter events” are on the increase. Unfortunately, we need to be prepared because we anticipate these events to increase.

Frankly, we anticipate the threats faced in Europe to be predictive of what we may see in the United States in the near future. France, Germany, Spain, etc. are facing more and more attacks perpetrated with weapons other than firearms (i.e. motor vehicles, knives, explosives, etc.).



SLIDE #6 LOCATION CATEGORIES 2000-2017

Quick Look: 250 Active Shooter Incidents in the United States From 2000 to 2017
Location Categories



- Report by FBI -
 - 42% in places of Commerce
 - 21% in Education
 - 10% in Government

Comments:

This slide clearly demonstrates that “active shooter events” take place in locations within our society that represent “soft targets”. We must “harden” these locations and be prepared to “prevent and respond” if the unthinkable occurs.

“Shooters” often seek targets that are undefended. “Soft targets” are locations where “shooters” will encounter individuals that are unarmed and unprotected. Individuals that carryout these attacks seek out targets where individuals congregate in large numbers. These attackers seek out large groups of potential victims. The greater the number of victims the greater the success of the attack.



SLIDE #7 MOTIVATION OF TERRORIST AND WORKPLACE SHOOTERS

- **“Workplace Shooters”**
 - Typically attack the **“Workplace to Even the Score”!**
 - In some **“Workplace Attacks”** the *attacker arrives, seeking a specific target, but the attack soon evolves into a random event.*
- **“Terrorist Shooters”**
 - Typically, attack to **“Change Our Way of Life with Fear”!**
 - **The terrorist’s goal is to create as much “Carnage” as possible against “Soft Targets”!**
 - **Both “attacks” have several very similar characteristics!**
 - ◆ These events are **“Brief”**. They often last for **“5 Minutes or Less”**
 - ◆ Typically, these events **“Progress Rapidly”**.
 - ◆ The event often results in the **attackers taking victims in a random fashion as they are encountered.**

Comments:

“Workplace and Terrorist Shooters” typically have different motivational factors or goals. The “workplace shooter” is most often driven by the desire to get even for a perceived wrong. In their state of mind, they believe they have been inappropriately treated or “greatly wronged”.

The **“terrorist shooter” wishes to use “fear” as a weapon. The terrorist’s goal is to create as much fear as possible by creating as much carnage as possible.** The more victims created by the attack, the greater the impact of the attack. **Fear is the tool they select to bring individuals and groups to their proverbial knees, to control them and eventually perpetuate their perverted view of a political, sociopolitical and or religious belief systems.**

“Workplace and terrorist” shooters do have some similarities with respect to the structure of their attacks. In both situations the attacks are often brief and progress very rapidly. The attackers are opportunistic. Most often, they take victims in a random fashion as they are encountered.

Terrorists are interested in increasing the “number of victims”. The greater the number the greater the impact.

SLIDE #8 PREVENTION: AN OVERVIEW OF THE WORKPLACE SHOOTER BEHAVIORS

- Typically these individuals **develop overtime.**
- They may be individuals that are:
 - **Withdrawn and Socially Inept**



- Struggling with “**Emotional Health Issues**”
- Displaying “**Extreme Mood Swings**” and or “**Angry Outbursts**”
- Responding to **supervision/criticism with angry and hostile behavior**
 - ◇ These individuals **perceive normal constructive supervision as unfair criticism & personal attacks.**
 - An “**Injustice Collector**” personality may develop.
- Unfortunately, socially inept behavior may result in the “**Lightening Rod Effect**”.
 - **These individuals become the target of pranks, jokes, hazing, etc. in the workplace.**
 - The “**shunning**”, hazing, etc. may increase the “**social withdrawal**” and “**social alienation**”.
 - “**Workplace shooters**” may become “**ostracized**” by their coworkers.
- The “**Shooter/Attacker**” **begins to plan to get even with those that he perceives to have wronged him.** These individuals may **obsess on their perceived victimization.**
 - The process **begins to progress to action.**
 - The **planning** often takes place in plain sight.
 - A **change in the individual’s work or personal life may trigger the Active Shooter Event** (termination, poor evaluation, demotion, personal loss, divorce, practical jokes, hazing, decline in the health, etc.).

Comments:

As we have stated, **prevention is preferable to response.** The behavior, characteristics and descriptions set out on this slide may assist in identifying individuals in the workplace that are in need of assistance. **Early intervention may assist in preventing one of these horrific events.**

“Workplace shooters” typically develop over time. **These “shooters” most often display clear characteristics. Since they frequently develop overtime and in plain sight a window of opportunity to identify them may be available.**

The development of workplace shooters may begin as the potential shooters becomes more alienated and isolated. As this phenomenon progresses, the developing shooter becomes more angry and hostile. The behavior of a “workplace threat” is often exasperated by the **potential shooter’s odd behavior that makes him a target for hazing, teasing and or bullying.** ISP refers to this phenomenon as the “**Lightening Rod Effect**”.

This treatment (“**Lightening Rod Effect**”) by his coworkers magnifies the developing character disorder often termed the “**injustice collector**”. The “**injustice persona**” results in the individual failing to take responsibility for any shortcoming, failures, etc. **These individuals blame others and fail to take responsibility for failure in the workplace and or their poor socialization.** The “workplace shooter” often fails to get beyond problems in the workplace. He/she begins to obsess over the real or perceived mistreatment in the workplace.



Hostility builds within the “workplace shooter” and they decide to get even. They begin to plan and fantasize about getting even.

We find that workplace shooter attacks are often triggered by a sequence of events.

Triggers may include but are not limited to:

- **The loss of employment or employment status (the loss of a promotion)**
- **The loss of a spouse (divorce, death, etc.)**
- **The loss of health**
- **The loss of financial stability**

They plan in plain sight and often air their intent to get even with those they perceive to have wronged them. They often openly demonstrate the characteristics of the “workplace shooter”, but, coworkers and supervisors often fail to make the concerns they observe known to the appropriate individuals.

In this slide we want to emphasize that the development of the workplace shooter is a process. Workplace shooters develop overtime and often in plain sight. They often obsess over perceived wrongs. They become more emotionally unstable overtime. They develop a plan to get even and the execution of that plan may be triggered by the loss of a variety of emotional and social support factors.

Early identification and intervention are key to preventing a “workplace shooting”. The *Intervention Team* provides a mechanism for reporting and a resource for obtaining assistance for the potential “workplace shooter”.

The presenter my wish to introduce the importance of the “Intervention Team” at this time. More information on the “Intervention Team” may be found under slide #10.

SLIDE #9 PREVENTION: AN OVERVIEW OF THE TERRORIST ACTIVE SHOOTER’S BEHAVIORS

Terrorist are developed over time! Typically, they do not just snap!

- **Disenfranchised/Alienated** individuals are targets of “**Radical Mentors**”!

They often:

- **Develop** a new **association** with “**Radical Belief Systems**” and “**Mentors**”
- **Share** the newly acquired “**Radical Belief System**” with others
- “**Travel**” to **areas noted** for radicalization
- **Explore** “**Soft**” and “**High Value**” targets



- Accumulate a cache of “Weapons and Ammunition”
- Explore the use of “Alternative Weaponry”
- Conduct “Surveillance and Rehearse” the attack to test the security of potential targets

Individual Responsibility: *See Something, Say Something!*

Comments:

Terrorist, like workplace shooters, develop overtime. They are recruited via a variety of methods. Radical mentors often target individuals that are disenfranchised and looking for answers. Radicalization may occur via the internet. The internet frequently plays a major role in recruiting individuals into the terrorist mindset while they live in their native countries.

Travel abroad may be an “early warning behavior” if the travel is to areas of the globe that are rife with terrorist activity.

Radical mentors in the homeland and abroad may serve as vehicles to conduct radicalization. Individuals that are disenfranchised and seeking to belong are often very susceptible.

Terrorists do not develop in a vacuum. They do not just snap. The signs are often demonstrated in plain sight.

“Terrorist”, like “workplace shooters”, typically carry out many planning activities in plain sight. They plan, accumulate ammunition and weapons and conduct activities like rehearsals and surveillance prior to carrying out their attacks.

We need to remember, the **“See Say Something”, motto! We are the life’s blood of prevention.** When we review previous attacks, it becomes apparent that signs were most often present that could have assisted in preventing many of the attacks experienced on our soil.

SLIDE #10 MANAGEMENT’S ROLE IN PREVENTION AND PREPAREDNESS

- *Management may consider:*
 - Bringing “Academy Trained”, armed, sworn, uniformed law enforcement into the workplace.
 - Creating the “Safety Coordinator Position”
 - ◇ Train the Safety Coordinator on the “Responsibilities” associated with the position
 - Forming a “Comprehensive Safety Committee”
 - ◇ Train all members on the “Responsibilities” associated with the committee



- Developing a “Risk/Threat Assessment Team”
 - ◇ Train all members on the “Responsibilities” associated with the team
- Selecting a “Threat/Risk Assessment Tool”
 - ◇ The “Tool” must be modified by the “Safety Committee” to meet the unique needs of the business entity.
 - ◇ The “Tool” selected should examine “internal and external threats”.
 - ◆ (Threats posed by the “Business Community”, product line as well as those threats posed by the “Workforce”)
- Developing “Crisis Management Teams”: “Intervention Teams” and “Recovery Team”
 - ◇ Train all Employees on the “*Early Warning Behaviors*”
 - ◇ Critical Note: (Include first responders on all committees and train all participants)
- The Crisis Management Teams are critical to prevention and recovery.
- The Intervention Team:
 - ◇ This team is composed of a cross section of the workforce members and serves to assist in monitoring workplace.
 - The members must be trained on the “Early Warning Behaviors” and be “schooled” on how to access the all available resources found in the workplace.
- **The Recovery Team:**
 - ◇ The recovery team assists in the aftermath of a crisis. This team works to support all members of the workforce.
 - ◇ This team works with emotional health issues and attempts to bring the workplace back to “normal”.
- **Critical Note: Train and test all “Staff” on their responsibilities and expectations in the “Comprehensive Safety Plan”**

Comments:

We are often asked, “What is the number one measure we can implement to increase the safety of our businesses, government centers, malls, theaters, schools, etc.?” Frequently the Indiana State Police response is, “***Bring ‘Academy’ trained, armed, sworn and uniformed law enforcement into the workplace, government centers, malls, theaters, campuses, etc.***” Then, “***Make them visible!***”

Safety programs begin with a comprehensive “**Risk or Threat Assessment**”. The “**Safety Plan**” should address the risks or threats identified by the “**Assessment**”! An “**Assessment Tool**” may be selected from a variety of sources but the “**Tool**” must be modified to meet the unique needs of the environment that it is to assess.

Key safety positions include the “**Safety Coordinator Position**”. This individual chairs of the organization’s “**Comprehensive Safety Committee**”. The organization’s Safety Committee or Team should be **composed of a cross section of employees**. Do not forget to **include first responders** on your committees! Each member must be trained to enable them to appropriately carryout the responsibilities associated with the “**Comprehensive Safety Committee**”. An “**Assessment Team**” should also be established and trained to select and modify an “**Assessment Tool**” to meet the unique needs of the organization to be



assessed. The “**Assessment Team**” is responsible for conducting the “**Comprehensive Threat / Risk / Vulnerability Assessment**”.

Management should establish an “**Intervention Team**” and train them to do their respective jobs. The intervention team represents a tool to assist in monitoring the workplace for potential safety issues. It serves as a contact point for employees to utilize if they have issues with safety in the workplace. Specifically, employees may share information and concerns if they see “**Early Warning Behaviors**” developing in a fellow employee. The “**Intervention Team**” is a resource vehicle for obtaining help for those displaying “**Early Warning Behaviors**”. It is not an enforcement mechanism. Additional “**Intervention Teams**” may be needed depending on the size of the organization. Management must develop an **ongoing training program for all members** of the organization.

The “**Safety Plan**” is **never complete**. It should be modified as new training and information is obtained. Training may come from many sources including but not limited to staff development, feedback from drills, debriefing reports, etc.

“**Debriefing Reports**” are simply forms that are completed by individuals that have responded to “threat related events”. The events may be extreme (assaults, fires, fire drills, bomb threats, etc.) or may be as simple as a confrontation with a customer, patron, employee etc. The form is simple: It should describe the event. It should describe the actions taken by the individual completing the form. The action that worked well to resolve the situation. Finally, what action may be taken if the situation is repeated to better resolve the issues encountered in the event (if any)? Then the “**Debriefing Report**” must be shared with other employees to allow them to benefit from the knowledge captured in the report.

As an aside, “**perimeter security**” and “**controlled admission**” practices are critical to the safety of any facility. Clear “**Admission Procedures and Practices**” must be developed. Vetting visitors before they have access to the facility is critical. An option may be to bring visitors into a controlled environment to complete admission procedures prior to providing access to the main facility.

While considering the physical safety features of the facility, management should establish “**Safe Rooms**”. This is a critical step in program development. “**Safe Rooms**” must have secure doors that are easily and rapidly lockable. Management should develop clear and detailed procedures for staying safe in the “**safe room**” (i.e. stay out of the line of sight and fire, consider the concepts of “**concealment**” and “**cover**”, spread out, stay on your feet ready to move, pre-identify weapons, develop a chain-of-command and adopt procedures for governing the room). Management should establish who is in charge in each safe room with an alternate. Management must provide the hardware for rapidly securing the “**Safe**



Room” doors. It is management’s responsibility **to establish the rules that govern** the “Safe Room”.

Management should develop “**Evacuation or Emergency Kits**” that include critical supplies (first aid, nutritional items, etc.), reunification kits with reunifications procedures and material, etc. These kits may be stored in safe rooms and or at the predetermined secure reunifications sites.

Reunification sites must be developed that facilitate the reunification process. Critical information may include a list of employees with primary and secondary contact information, sealed health information, specific procedures for reunification site operation, rules designating who is in charge with an alternate, etc.

Training must be an ongoing process and the “**Safety Plan**” must be modified as new information is collected and additional training is completed.

The “team” that manages the crisis as it unfolds is often termed the “**Crisis Management Team**”. This committee applies resources to assist in preventing, mitigating and managing the crisis.

A subcommittee of this Crisis Management Team is often termed the “**Intervention Team**”. The Intervention Team serves the critical function of attempting to intervene and or attempting to prevent a crisis situations. It is a critical component in securing the workplace.

The “Intervention Team” is composed of a cross section employees and serves as the contact and resource entity for identifying and assisting individuals in need of help. Simply, it is the group that serves as the conduit (and point of contact for employees) to convey information and or concerns regarding employees that are demonstrating behaviors that indicate they are in need of assistance.

It is critical for Management to establish the Intervention Team and train Intervention Teams Members. The Intervention Team needs to include a cross section of individuals from the “business community”.

Examples may include:

- **Various levels of employees**
- **First Responders (Law Enforcement, Fire & Rescue, etc.)**
- **Health Care Professionals**
- **Etc.**

Without an Intervention Team, individuals may not know to whom concerns may be voiced. This is a common shortcoming in safety programs. Simply, someone nearly always knows.



That intelligence is critical in prevention. Individuals must have a contact point to air concerns.

As mentioned before, the Intervention Team may be a subcommittee of the Crisis Management Team. The Crisis Management Team may function to manage a crisis as it unfolds and promote recovery. It supports the Intervention Team and a second subcommittee the Recovery Team.

Training all employees on the **“Early Warning Behaviors”** and conducting **“Tabletop Exercises”** and Drills that examine the **“Comprehensive Safety Plan”** are critical components of an effective safety plan.

Selecting and securing **“Reunification Sites”** should be a management responsibility. **Primary and secondary paths must be identified to provide alternate routes to secure sites.** Management must **hold drills to make all staff familiar with these paths.**

After a crisis event, **“Management”** will also need to apply its **“Recovery Plan”**. If the Recovery Team or Committee is trained ahead of time, a group will be available to **support the emotional wellbeing of staff.** Staff members will respond to crisis situations differently. The recovery period will vary depending on the individual and the extent to which the individual is directly involved in the crisis.

Often, these events prevent employees from returning to the workplace for several days. In addition, employees often need support and counseling before returning to the workplace. With that in mind, a **Business Continuation Plan** maybe a critical component of your **“Recovery Plan”**. ISP has found that many businesses fail to have a **Crisis Management Team with functional Intervention and Recovery Teams (subcommittees).**

Professional counseling and support programs are critical to the emotional wellbeing of staff. The **Recovery** and **Business Continuation Plans** will assist in bridging the gap between the event and a return to a functioning business environment.

SLIDE #11 MANAGEMENT PREVENTION & PREPAREDNESS

The Physical Plant:

- **Management** should secure the **“Perimeter of the Facility”**
 - i.e. **“Academy”** trained & armed security guards, fences, gates, surveillance equipment, signage, lighting, etc.
 - Develop an **“Admission Policy”** and **“Practice”**

Safe Areas:

- Provide the **“Hardware”** to Secure the Safe Areas Quickly



- ❑ **Fortify the Safe Room with Supplies to Support the Safe Room Population**
- ❑ **Develop Safe Room Admission Practice and Operational Policies**

Alarms:

- ❑ **Develop Clear “Emergency Notification Systems” Unique to the Emergency**
 - ◇ **Drill and Practice** on the various alarms
 - ◇ **Empower All Staff Members to Sound the Alarms**

Test and Train on the Plan:

- ❑ **Develop Drills/Training/Tabletop Exercises, etc. in cooperation with first responders** to Test the Plan
- ❑ **Train all Employees on the Early Warning Behaviors**
 - ◇ **Train All Staff on How to Communicate Concerns to the Intervention Team**
- ❑ Utilize “**Debriefing Forms**” to **modify** the plan

Evacuation-Reunification and Recovery Plans:

- ❑ Develop an Evacuation and Reunification plan
- ❑ Develop a Recovery and Support Program with a Business Continuation Plan

Comments

One of the most critical responsibilities for management is to secure the “Perimeter of the Facility”. This is the “first line of defense” for any organization.

Establishing a physical barrier is one of the more effective means in securing the perimeter of the facility. The establishment of fences, gates, surveillance equipment monitored by armed security guards is critical to perimeter security.

An additional critical component to perimeter security is the ability to control the admission of workers and visitors to the facility. Organizations often fail to understand the importance of “being able to view visitors prior to admitting them” into the facility. Once the individual has entered the facility, they have “in effect” breached the critical safety barrier of the facility (the perimeter of the building). “Admission Policies” should be developed to vet individuals prior to allowing them access to the “general workplace”. “Admission Policies” may include vetting procedures like survey questions, background checks, criminal history checks, sexual offender lists, etc. Establishing these procedures and training individuals charged with carrying out the established practices will be critical to the success of controlling the “Admission Process”.

Creating Safe Areas or Safe Rooms is a two way street. Management is responsible for identifying and constructing the safe areas.

Management’s responsibilities include but are not limited to:

- Creating areas that can be rapidly secured
- Publishing the areas



- Fortifying the safe areas with the supplies necessary to support the safe area population
 - The supplies need to be tailored to meet the specific needs of the individuals that will occupy the safe area.
- Establishing the rules that govern the safe area (including designating the person in charge and an alternate)
 - Establish policies that govern admission to the safe room after the door has been secured
- Training staff on how to barricade the door (including identifying equipment that may be moved to reinforce the barricade)
- Training staff on improvised weapons
- Developing a program to test the procedures governing the safe room

Employees need to take advantage of the training offered by management and take responsibility for learning the practices and procedures governing the safe room.

Emergency Notification Systems:

Systems must be clear and easily accessed by all staff. Two common mistakes found as Emergency Notification Systems are examined are:

- Failure to allow all employees to sound the alarm, call 911 and call for a lockdown
- Failure to establish notification that are unique to the identified emergency
 - i.e. the fire alarm sounds like the tornado alarm that sounds like the active shooter alarm

Management must frequently conduct drills and practices sessions. Management must collect feedback from the drills (with **Debriefing Forms**) and modify the Safety Plan utilizing the information from the **Debriefing Forms**.

“Debriefing Forms” simply include a description of the event, a description of the actions taken by the employees, a description of what action worked and **recommendations directed to assist those caught in a similar event in the future.**

Management should involve first responders in the developing and conducting drills. This will assist both the business entity and the first responders. It will assist the employees by obtaining expert advice from first responders and first responders will be able to familiarize themselves with the unique features of the facility and physical features of the entity.

Evacuation and Reunification Programs are critical components in the overall “Safety Plan”. The Evacuation and Reunification Program sets out the process and procedures for a safe and orderly reunification process.

Some of the basics include but are not limited to:

- Safe Paths to Secure Areas
- Alternate Paths to Secure Areas



- Predetermined Safe Areas
- Alternate Safe Areas
- Accurate and Updated Logistic Information (names, contact information, etc.)
- Evacuation Kits (tailored to meet the needs of the individuals to be supported)
- First Aid information, nutritional supplies, etc.
- If the plan calls for the use of a facility owned by another organization, a current Memorandum of Understanding is critical
- Sealed medical records for employees needing special medical support

Recovery and Support Programs

- This component is often overlooked.
- This program is designed to support the emotional and mental health of those caught in one of these horrific events.
- The plan must address all individuals impacted by the event (workers, family, friends, etc.,)
- Mental Health Care Professional are often needed to support the members of the workforce needing support.

Business Continuation Plan

- This plan includes the critical tools to continue the operation of the core business operations.
- This needs to be carefully planned and put together in a transportable format.
- An “Electronic Format” is often helpful in assisting in this task.

SLIDE #12 LESSONS LEARNED IN PREVENTION: AN OVERVIEW OF SELECTED HIGH PROFILE TERRORIST EVENTS!

How Can We Learn From Previous Terrorist Events?

- Selected Terrorist Events
 - 911
 - Ft. Hood
 - Boston Marathon
 - San Bernardino
 - Orlando
 - Ft. Lauderdale

Remember: See Something Say Something!



Comments:

911

On September 11, 2001, several Al-Qaeda terrorists (19 total) hijacked four U.S air carriers (including United Flight 175 and American Flight 11, these flights were crashed into the World Trade Center Towers).

As a result, both towers collapsed. The HQ of the United States Department of Defense (Pentagon) was hit by American Flight 77. The last of the four airliners, flight 93, was crashed into a field in Shanksville, Pennsylvania by what is believed to be the result of a heroic effort on the part of the passengers to retake or prevent the aircraft from being used as a terrorist weapon. Nearly 3000 victims lost their lives in this tragedy.

The mastermind of the attack is believed to be Khalid Sheikh Mohammed. Various intelligence agencies (CIA, Saudi intelligence, etc.) were picking up indicators that “something” was in the works. It has been reported that Counter-Terrorism officials and FBI officers strongly believed that terrorist attacks were imminent somewhere in the world.

It has been reported that the inability to share information among and with the appropriate intelligence and criminal enforcement agencies may have been a contributing factor to the inability to prevent this tragedy.

Fort Hood

On November 5, 2009, Nidal Hasan shot and killed 13 people. He injured 30 additional individuals in the attack. It was reported that a few days following Hasan’s attack it was alleged that the terrorism officials had been privy to the exchange of several emails between Hasan and allegedly one of the world’s most radical recruiters for the militant group al-Qaeda. It was also alleged and reported that some of Hasan’s acquaintances were aware of his rapidly increasing radicalization.

Boston Marathon

On April 15, 2013, two homemade bombs were discharged in close proximity to the Boston Marathon finish line. The explosions killed three people and injured several hundred others. Sixteen became amputees.

In their escape effort the alleged perpetrators (Dzhokhar and Tamerlan Tsarnaev) killed a MIT law enforcement officer and carjacked a man in their failed escape attempt. Later in their attempt to flee they engaged in a shootout with local law enforcement which resulted in the death of one law enforcement officer and the second receiving severe injuries. In the failed escape attempt the older Tsarnaev brother lost his life as a result of being shot by authorities and being ran over by his brother in the stolen car.

Components of the pressure cooker bombs appeared to confirm that the bombs were made from the instructions found in Al-Qaeda terrorist literature.



The older Tsarnaev had recently become more devout in a more radical belief system and traveled to Dagestan in 2012. It has been alleged that in his travels abroad he was a frequent visitor to a religious facility that the Russian security agency sources believed to have strong ties to radical terrorist recruiters. Some sources believe that Russian intelligence warned of Tamerlan's association with potentially radical extremists.

Some believe the radicalization took place during the older Tsarnaev's travels while others believe that he was radicalized via extremist teaching in the US.

San Bernardino

In the December 2, 2015 terrorist attack in San Bernardino, 14 people were killed and 22 additional individuals were injured. The alleged perpetrators carried out the attack at a San Bernardino County Christmas event. Approximately 80 individuals attended the event. The attackers Rizwan Farook and Tashfeen Malik, a married couple, were identified as the terrorists.

The findings of federal authorities allegedly concluded that the couple were radicalized and inspired by foreign terrorist groups. The terrorists had stockpiled a large cache of weapons, ammunition and bomb-making supplies and equipment at their residence.

Allegedly, individuals that had contact with the couple reported that they witnessed suspicious activity but did not want to get involved. A Firearm used in the attack was allegedly purchase several months prior to the event by a "friend" of one of the terrorists. Strange activity conducted late at night at the residence was also reported.

Orlando

Omar Mateen, a 29 year-old security guard, killed 49 people and injured an additional 53 others in the deadliest terrorist assault on United States soil since the September 11, 2001 attacks on the World Trade Center Towers.

The attack was carried out at the Pulse Night Club in Orlando, Florida. It was alleged that in a call to a 911 operator, Mateen declared his loyalty to ISIS and Abu Bakr al-Bagdadi. It was also reported that Mateen in his 911 call, stated that the attack was triggered by the American participation in the military actions in Iraq and Syria.

Fort Lauderdale

Twenty-six year-old Estaban Santiago stands accused of shooting and killing five individuals and wounding eight others. It has been reported that the alleged attacker checked a handgun in Anchorage and retrieved the weapon upon arrival in Ft. Lauderdale. He allegedly entered a restroom and loaded the gun and proceeded to the baggage claim area. There he opened fire on defenseless travelers waiting for their baggage.

It has also been widely reported and alleged that Santiago visited the Anchorage FBI field office and told agents that he was being forced to watch videos of ISIS.



He reportedly intimated to FBI agents that U.S. intelligence officials were controlling his mind.

In his visit to the field office, Santiago stated he did not intend to harm anyone and after an initial assessment was transported to a medical facility for evaluation. Allegedly, Santiago also claimed to be hearing voices that told him to do violent things.

Santiago was detained and evaluated at a medical facility. It was also alleged and widely reported that the local authorities initially took his handgun but returned it because the alleged attacker had not been convicted of a serious crime, adjudicated and found mentally ill or had been “involuntarily placed” in a mental health facility.

Here it is critical to underscore that in our free society it is critical to remember: **See Something Say Something! Individuals are the life’s blood of prevention!**

SLIDE #13 INDIVIDUAL’S ROLE IN PREPARATION

- To “Respond” Appropriately:
 - You must have “**Situational Awareness**”. You must first know what is going on around you!
 - ◇ Situational Awareness:
 - If you are “Situationally Aware”, you will be:
 - Better able to recognize the threats around you
 - Better prepared to take action
 - Far less likely to freeze in place
 - Better able to respond appropriately
- We suggest that you develop a healthy degree of mistrust or suspicion.

Comments:

“**Situational Awareness**” is a key component in preparing one’s self to respond to potentially dangerous situations. **If you are aware of what is going on around you, you will be better able to respond more appropriately.**

Freezing is a typical response to a surprising and life-threatening situation. But, if you are aware of what is going on around you, you will be much more likely to take the appropriate action.



We would like for everyone to have a heightened sense of their surroundings. **We do not want individuals to live in a state of fear but have a healthy degree of mistrust or suspicion.**

SLIDE #14 THE RESPONSE OPTION

- Theodore Roosevelt said it best!
 - “In the moment of decision, the best thing you can do is the “right thing!” The next best thing is the “wrong thing” and the worst thing you can do is nothing!”

Comments:

Freezing is a very typical response to dangerous and unexpected situations. By being aware of your surroundings, you may overcome the urge to stay in the frozen state and take action. Roosevelt said it very well. He is urging us to take action and not be frozen with fear.

It is very likely that we will respond as we have practiced. Predetermining a safe path to a secure site is critical to responding appropriately. Practicing the response options is paramount to responding appropriately.

SLIDE #15 WHEN YOU ARE NOT AWARE OF YOUR SURROUNDINGS, BAD THINGS HAPPEN!

- Texting while walking video clips

Comments:

This video is a simple and nonthreatening way of illustrating the fact that **many individuals are totally unaware of what is going around them.**

We see it every day! People texting and running into people on the sidewalk and in the hallways. The practice of texting while driving often has disastrous results. **We hear of numerous traffic accidents and or accidents in general that are caused by people being distracted while texting. We urge people to be aware of their surroundings.**

Presenters may elect to use a variety of situations to demonstrate how people are unaware of their surroundings.

- Shopping, talking on the cell phone, sidewalk texting, texting while driving, etc.



SLIDE #16 INDIVIDUAL'S ROLE IN IMPROVING YOUR CHANCES

You may **improve your chances** by:

- Being: **"Aware of Your Surroundings!"**
- Knowing: Your **"Safety Plan"** & Your **"Role in the Plan"**
- **Training and Practicing** your **"Response Options"**
 - Remember, ***you will*** typically ***respond as you have practiced!***
 - If you **respond appropriately**, you may **dramatically improve your chances of surviving** an "Active Shooter Event"!
- Your goal is to:
 - **Take Action** and **stay out of contact** with the shooter!
 - ◇ This action **provides time for Law Enforcement to respond!**

Comments:

We want to assist people in making good choices in a crisis situation. In order to make good decisions, we strongly suggest that you increase your situational awareness, know your comprehensive safety plan and your role in the plan. It is **essential that you practice your response options** found in your **"Comprehensive Safety Plan"**.

By training and practicing your response options, you may dramatically increase your chances of exercising the appropriate action or response in a crisis situation.

An "appropriate response" may dramatically increase your chances of surviving an "Active Shooter Event"!

The Indiana State Police have found that individuals that perpetrate "Active Shooter Events" take victims in a random fashion. They take victims as they are encountered. Your goal is to stay out of contact with the shooter. By doing so, you provide law enforcement time to respond.

Remember, these events are *often* **brief in duration** and **law enforcement response is typically rapid**.

SLIDE #17 THE NONLINEAR ISP RESPONSE MODEL

- Escape
 - We suggest:
 - ◇ "Plan and Practice" Your Escape Options
- Lockdown



- ☐ Identify “Safe Areas with Lockable Doors”
- ☐ “Store Supplies” and “ID Weapons” in the safe room
- ☐ Take immediate and specific steps to secure the location
 - ◇ Lock and Barricade the Door
 - ◇ Stay on Your Feet (Ready to Move)
- Fight
 - ☐ **As a very last resort**, if you must fight for your life, have a plan!
 - ◇ Take a Position of Tactical Advantage (Location)
 - ◇ Bring the attacker into your “**Circle of Violence**”
 - ◇ Utilize Predetermined Weapons

Comments:

In this slide, we simply want to review and reinforce that the **Indiana State Police Model is not linear! The steps can be exercised in any order.**

A quick overview of the purpose of each step in the nonlinear model may be reviewed as you cover this slide. More detail will be provided as we consider each option individually in the following slides.

SLIDE #18 KEY COMPONENTS IN THE ISP NONLINEAR MODEL: ESCAPE OPTION

Remember the Model is Not Linear!

Escape Principles:

- One of Your Best Options (Not Your Only Option)
- Do not leave a safe/secure place (for an “Unknown Site”)

If you elect to “Escape”:

- Escape Intelligently
- Follow a Predetermined Safe Path (to a “Secure Site”)
 - ☐ Practice Routes (“Primary and Secondary”)
- Leave Possessions (“Warn Others but Do not Slow Your Escape”)
- “Cover versus Concealment” (Cover is your goal!)
 - ☐ Do Not Run Blindly!



Comments:

Suggestions to remember

In the “Escape” component:

- Underscore that you must identify a safe path for your escape
 - Do not run blindly
- Establish alternate paths to predetermined safe areas
- Practicing your escape path
- Remember the principles of concealment and cover
 - Your goal is cover!

Remember: When escaping, you must not run blindly. You must determine the safest path to a predetermined secure location. Be alert as you round corners and enter halls. Understand, you must seek objects that provide “cover” as you escape (Cover equals objects that may stop a bullet). Check your path as you escape for the attackers. **If you have predetermined alternate safe paths, the escape option may be much more effective.**

Management has the responsibility to establish recommended safe paths to secure areas for various areas of the workplace and provide that information to employees. Management should also provide **drills and practice opportunity** to employees. Employees have a responsibility to study the safety plan and know their response options, role and responsibilities in the plan.

SLIDE #19 KEY COMPONENTS IN THE ISP NONLINEAR MODEL: LOCKDOWN OPTION

- Lockdown is a two way process
 - Both Management and Individual workers have responsibilities.
- Identify Secure Locations
 - Management should publish the locations to staff
 - Management should set the rules for the operation of the safe room.
 - **Management should provide the necessary supplies to support the individuals in the safe room.**
- Quickly Lock and Secure the Door
 - (Management Should Supply Hardware to enable Staff to Secure the Door)
- Barricade the Door
 - Place as much “cover” between you and the threat as possible (i.e. cabinets, large solid desks, solid walls).
- Stay Out of the “Line of Sight & Fire”
- Stay on Your Feet



- Silence Electronic Devices
- Call/Text 911 (“If Safe to do So”) Texting may be a silent option
 - (Calling is Best)
- Practice (“Lockdown Option”)
- Identify objects that may be used to secure the site.
- Frequently Audit the Safe Room to ensure its security.

Comments:

The Lockdown Option is a two-way process (Management and employees have responsibilities).

Management Responsibilities:

- Establish safe room location
- Provide the supplies necessary to support the staff that will occupy that safe room
- Provide the hardware to secure safe rooms
- Designate the person in charge in the safe room and an alternate
- Establish the rules that govern the operation of the safe room
- Develop and make safety information available to employees
- Fortify the safe room with first aid supplies and information
 - “Safe Room” information should be tailored to meet the needs of the individuals that will occupy the safe room.
- Fortify the safe room with basic nutrition supplies to support the population of the safe room
- Equip the safe room with communication equipment and information
- Make response options known to employees
- Employees must educate themselves on the options and take advantage of practice opportunities provided by Management.

Underscore: Employee should:

- Know the location of the nearest safe room and the location of next best option (safe room)
- Practice a safe path to the safe room
- Predetermine equipment that may be utilized to secure the door
- Predetermine equipment that may be used as a weapon
- Know the supplies that are provided by management to support the individuals in the safe room

Underscore:

Management should establish rules ahead of time that set out the guidelines for the operation of the “Lockdown” site or safe room (i.e. who is in charge, who makes the choice when to secure the door and keep it secure, etc.).



Management should provide safe areas with easily and quickly lockable doors. The doors must be secure or easily made secure. Structures, equipment, furniture, etc. must be identified by management that can be easily and rapidly moveable to create a barricade.

Management should identify objects that may be used as potential weapons and objects that may be efficiently and rapidly moved to barricade the door. Practice opportunities should be provided by management.

The room should have equipment that can be used by individuals as weapons. **These makeshift weapons need to be identified ahead of time.** Evacuation kits or emergency kits should be stored in the “Safe Rooms”.

“**Emergency Kits**” may have first aid supplies and instructions, nutritional supplies and supplies that are **tailored to the meet the needs of individuals that will occupy the “Safe Room”**.

Remember: You should have predetermined rules that govern the “Safe Room”. **A person of authority with a backup capable of making difficult decisions should be designated. This is typical a management decision.**

SLIDE #20 KEY COMPONENTS IN THE ISP NONLINEAR MODEL: FIGHT OPTION

- This may be one of your last possible options but remember this is not a linear model!
 - Predetermine Objects (Potential Weapons)
 - “Strategically Position” Yourself and Others
 - ◇ Take a Position Out the Line of Sight/Fire
 - ◇ Bring the Threat into Your “Circle of Violence”
 - ◇ Surprise is a “Key Element”!
 - “Practice and Coordinate the Response”

Comments:

Fighting is your last option! However, you must develop the mindset, practice taking a position of advantage and surprise, understand the concept of bringing the threat into your “**Circle of Violence**” and predetermine useable and available weapons. **A group response may be most effective.**

Fighting

- Is the last available option
- Take a tactical position of surprise and advantage



- Remember the concept of “Circle of Violence”
 - Tactical advantage and surprise are goals
- Predetermine useable weapons
- Develop a mindset of what must be done to defend yourself and others

If you are prepared, you are more likely to do more than you may think you can do.

SLIDE #21 ARRIVAL OF LAW ENFORCEMENT

- Arrival of Law enforcement
 - They may look different (than you expect)!
 - They will take charge! They are there to hunt the threat!
- Your goals:
 - Keep Hands High and Empty
 - Be as Nonthreatening as Possible
 - Do Not Reach Out to Law Enforcement
 - Be Prepared to Provide Information on the Shooter
- Hostage Situation:
 - Your best chance of escape is at the onset of the event!
 - You should be alert to the dynamics of the situation.
 - You must be prepared to take action!

Comments:

It is suggested that you communicate with your responding law enforcement agencies to discuss agency response issues (response time, response coordination, etc.).

In response to an “Active Shooter Event”, law enforcement will be responding from across the state and eventually across the country. First responders will arrive in a variety of attire. Some will be in full uniform, others in plain clothes, others may be in tactical vests and S.W.A.T. attire, etc.

Victims must remember that arriving law enforcement may have less than a second to determine if you are a victim or a threat. Victims have a responsibility to assist arriving law enforcement in making the appropriate decision.



Be as nonthreatening as possible (i.e. face down with hands spread and empty). Keeping your hands high and empty is another possibility. Do not reach out and or touch law enforcement. On the Indiana State Police website, information that arriving law enforcement and 911 “Emergency Personnel” need is posted. Calling 911 rather than texting is recommended.

Hostage situations are rare. However, typically, your best chances of escape may occur at the onset of a hostage event. If you are caught in a hostage situation, you should not do anything to escalate the situation. You must attempt to stay as calm and composed as possible.

You must be prepared to take action if an opportunity arises.

SLIDE #22 RUN.HIDE.FIGHT. SURVIVING AN ACTIVE SHOOTER EVENT

- City of Houston Video

Comments:

This video should serve to underscore “some” of the principles in the Indiana State Police program. After the video reinforce the nonlinear component of the ISP Program:

The Indiana State Police principles: Prevention, Escape, Lockdown and or Fight

- The Indiana State Police believe that “Prevention” is always preferable to “Response”.
- Escape: Escape intelligently via a predetermined path to a secure site.
- Lockdown: Secure the room and stay on your feet. Sound the alarm as soon as possible.
- Fight: Predetermine weapons and remember to cover the concept of the “Circle of Violence”

Once you leave the building, it is recommended to **move 300 to 500 feet** from the facility to a predetermined safe area. This may provide some security from an explosive device in the facility. **This is not demonstrated via the video.**

SLIDE #23 BASIC AGENDA FOR AN INITIAL SAFETY MEETING

- Make Armed **Law Enforcement Visible** in the Workplace
- Select and Modify an Assessment Tool
 - Conduct a “Comprehensive Risk Assessment” with Trained Staff & Law Enforcement
- Establish and Train Safety Team Members
 - I.e. Assessment Team Members, General Safety Team Members and Intervention Team Members



- ◇ Include: (Law Enforcement & All Level of Employees on Teams)
- **Sample** Components of Safety Plan
 - ◇ The Risks Identified in the Assessment
 - ◇ Perimeter Security
 - ◇ Training and Drill Programs to Test the Plan
 - ◇ Debriefing Reports
 - ◇ Response Options
 - ◇ The Identification & Preparation of Safe Areas
 - ◇ Evacuation Plans, Paths and Sites
 - ◇ Reunification Plan, Process, Practice and Procedures
 - ◇ Identify & Prepare Safe Areas
 - ◇ Establish Evacuation Paths/Plans and Reunification Options
 - ◇ Establish a Recovery Plan for all Stakeholders

Comments:

This slide simply provides a “Sample Agenda” to begin the discussion of developing a “comprehensive safety program”. It should be underscored that assessment, training, program development, drilling and revision all plan components will play an important role in developing a “comprehensive safety program”.

Visible Law Enforcement

- One of the single most important components of a “Comprehensive Safety Program” is to establish, increase and maintain the presence of “Highly Visible” armed, trained and uniformed law enforcement. Your goal is present a “Hard Target”.
 - Include law enforcement in the “Risk Assessment”, “Vulnerability Assessment” or “Threat Assessment” processes.
 - ◇ Include law enforcement in developing strategies to address the risks identified by the “Risk Assessment Process/Threat Assessment Process/Vulnerability Assessment”.
 - Include law enforcement in training and drills (development/practice)
 - ◇ Include laws enforcement in developing drills to test and modify the overall safety program
 - Include law enforcement on the “Intervention Team”

Members on all safety teams must be trained.

- “Safety Team Members” must participate in the “Assessment”.
 - Employees know their business environment better than anyone.
 - Use employees in all aspects of the planning and assessment process

The “Safety Plan” May Address:

- The Risks Identified in the Assessment
 - The “Safety Plan” must address the unique risks identified by the “Risk Assessment”



- Perimeter Security
 - Securing the perimeter of the “grounds” is a critical step in developing a secure work environment.
- Securing each Facility
 - Secure the Perimeter of the Facility
 - ◇ Provide the Hardware to Secure Perimeter Doors
 - ◇ Design Entryway to Promote Observation of Visitors Approaching the Entryway
 - ◇ Vet Visitors before They Enter the Facility
 - ◇ Create An Admission Policy and Practice for employees and visitors
- Training and Drill Programs to Test the Plan
 - Know the overall safety plan
 - Know your specific role in plan
- Debriefing Reports
 - Utilize “debriefing reports” to identify strengths and weakness exposed or highlighted by drills and actual emergency events.
 - Modify the plan based on the suggestions garnered from the debriefing reports
 - The “Debriefing Form”: (i.e. Should describe the incident or drill, state what worked, state what did not work, state what recommendations you would make to increase the effectiveness of the safety plan)
 - ◇ This simple form should be completed after every drill and or actual event by all individuals that are involved in the event.
- Response Options
 - Remember “Response Options” are options. Each individual needs to understand that “Response Options” are not absolutes. Individuals must be aware of the spectrum of options and apply the “options” that best fit the circumstances of the crisis event.
- The Identification & Preparation of Safe Areas
 - Maintain secure areas that have solid and rapidly lockable doors
 - Identify equipment that can easily moveable to secure the doors
 - Maintain an emergency kit that can support the individuals that will occupy the safe area
 - ◇ Establish the content of the kit with the help of medical professionals, EMT, etc.
 - ◇ Remember to include basic nutritional staples/supplies (water, food, etc.)
 - ◇ Include basic first aid supplies, and instructions
 - Evacuation Plans, Paths and Sites
 - ◇ Predetermine and identify secure sites that may serve as safe rooms
 - ◇ Predetermine evacuation paths with alternates and predetermine secure evacuation sites (with alternates)
 - ◇ “Emergency Evacuation” plans must have primary and secondary routes to primary and secondary sites. Remember, your goal is a secure path to a predetermined safe area.



- ◇ Evacuation kits must be developed that are transportable and include information that will facilitate the reunification process.
 - Emergency contact information with a backup contacts
 - Evacuation kits must include nutritional
 - Evacuation sites must have supplies that can support the population evacuated.
 - Medical supplies and basic first aid information
- If you use an offsite location for the “Reunification Location”: Remember to have a Memorandum of Understanding with the offsite owner.
- Have a Business Continuation Plan
 - The plan should include information to continue the critical processes of the entity.
- Develop a Recovery Strategy
 - Involve health care professionals
 - Remember to support all members of the business, governmental agency, etc. community
 - ◇ Everyone that has a stake in the event
 - ◇ Include family members

SLIDE #24 INDIANA STATE POLICE CONTACT INFORMATION

For more information:

You may refer to “Frequently Asked Questions”
(Posted on the ISP Website in January 2018)

Indiana State Police Active Shooter Preparedness

<http://www.in.gov/isp/3191.htm>

Schedule a Presentation

<http://www.in.gov/isp/3255.htm>

Comments:

The Indiana State Police is solely responsible for the content of this free program. This program does not provide all the answers. This program must only be viewed as a supplement to your overall “Safety Program”. While the Indiana State Police have invested a great deal of effort to ensure accuracy and completeness, **no guarantee is offered or implied. The presenter will emphasize that this program does not represent a complete and “Comprehensive Safety Program”. This program is offered to provide “prevention strategies” and “response options” to assist in preventing, planning and or responding to an “Active Shooter Event”.**